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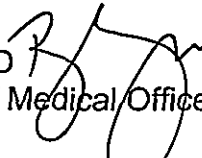
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September 7, 2007

TO: Each Supervisor

FROM: Bruce Chernof, MD   
Director and Chief Medical Officer

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE  
CONTINGENCY SERVICES PLAN AT MARTIN  
LUTHER KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with a weekly report on the status of the Martin Luther King, Jr. Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

**MLK MACC Service Indicators**

**Urgent Care**

There were 303 adult urgent care visits in the week ending August 25, 2007 (Attachment I). This is comparable to the number of visits for the same week last year (290 visits in the week ending August 26, 2006). In addition, 52 pediatric urgent care visits were provided during the week ending August 25, 2007. This is consistent with the Department's annualized projection of 20,000 urgent care visits per year.

**Outpatient Primary and Specialty Care Visits**

The number of outpatient primary and specialty care visits remained level in July and August 2007 (Attachment I). The number of outpatient primary and specialty care visits for the week ending August 25, 2007 was 2,036.

**Patient Transportation for Scheduled Appointments**

Transportation services are available between MLK MACC, Harbor-UCLA Medical Center, Hubert H. Humphrey Comprehensive Health Center, and Dollarhide Health Center. Patients can arrange for door-to-door transportation from home for scheduled appointments. Transportation services are provided Monday through Friday, 7:00 a.m. to 5:00 p.m.

In August 2007, MLK provided transportation to 470 patients and companions. This compares to 426 patients and companions who were provided transportation in July 2007 and reflects an increase of 10%.

#### 2-1-1 Call Volume and Campaign to Inform Community of Service Changes

In August 2007 there were 308 calls to 2-1-1 related to MLK. This compares to 268 calls in July 2007 and reflects an increase of 15%. Callers to 2-1-1 have the option of receiving recorded information on MLK, speaking to a call center operator, or being transferred directly to the MLK MACC. DHS is in close contact with 2-1-1 to monitor call volume and update messages as appropriate.

The bilingual media campaign to educate South Los Angeles community residents about MLK service changes has been fully implemented and all print and broadcast elements are now running. The key messages of the campaign are to notify residents that urgent care and clinic services are open, and emergency and inpatient services are closed. Components of the media campaign include:

- A total of 485 radio spots have begun airing on Hispanic and African- American stations. The Spanish commercials are airing on Univision stations and the English ads are airing predominantly on KJLH.
- Quarter-page print ads are running in the Compton Bulletin, CA Crusader, LA Watts Times and ACC; quarter-page ads are also running in La Opinion.
- A bilingual direct mailout has been sent to 300,000 residences in the MLK service area, and 10,000 bilingual flyers have been distributed to area churches and public housing projects, in addition to key community partner and advocacy groups.
- 2,000 bilingual interior bus signs are running in bus routes in the MLK service area; 10 bus shelter signs are also posted within 3 miles of the MLK MACC.

In addition to the campaign, the Department continues to pursue public relations opportunities to help drive the messages of the campaign and educate the community about available services. KCET will air an upcoming segment on the service changes and future of the facility, and the Department continues to reach out to both general market and Spanish-language public affairs programs, in addition to providing regular updates to local beat reporters.

#### **Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports**

As part of the MLK contingency plan, the Emergency Medical Services (EMS) Agency, in collaboration with EMS field providers and surrounding hospitals, redrew the current ambulance services area to redirect 9-1-1 ambulances in an effective manner while limiting disruption to the EMS system to the greatest degree possible. Nine private

hospitals were designated as "impacted" hospitals and were offered an agreement including reimbursement for uninsured 9-1-1 patients and priority for transfers into the County and MetroCare contract facilities.

There is no doubt that the redirection of 9-1-1 and walk-in patients has impacted surrounding private and public hospitals. The EMS plan was structured to distribute patients proportionately to the degree possible. Patient volumes and emergency department visits will be monitored by the EMS Agency on an ongoing basis.

#### Emergency Department Volume

The nine impacted private hospitals have a total of 273 emergency department treatment stations. During the week ending September 1, 2007 a total of 1,168 patients registered in their emergency departments (Attachment II). This compares to 1,178 patients during the week ending August 25, 2007 and reflects a 1% decrease. Harbor-UCLA Medical Center experienced a 3% decrease in emergency department patient registration during this time period from 213 in the week ending August 25 to 207 in the week ending September 1. LAC+USC Medical Center also experienced a 3% decrease from 432 to 419 emergency department patients. This data is self-reported by the hospitals.

DHS is conducting additional analysis of the impact of the closure of MLK-Harbor Hospital on the nine impacted private hospitals. The nine impacted private hospitals did not routinely collect data in a standardized way on the number of emergency department visits prior to DHS requesting this information for the week ending August 25, 2007. For this reason DHS is not able to readily compare data for the weeks before and after the MLK-Harbor Hospital closure. DHS is working with the Hospital Association of Southern California (HASC) to develop a methodology to obtain baseline data for the nine impacted private hospitals. In addition, DHS is obtaining Office of Statewide Health Planning and Development (OSHPD) data on hospital admissions and emergency department visits by patient's ZIP code. This data will allow DHS to monitor trends in where patients from the MLK service area are obtaining inpatient and emergency department care before and after the closure of MLK-Harbor Hospital. DHS will report on this data in future weekly reports.

#### 9-1-1 Transports

During the week ending September 1, 2007, there were a total of 244 9-1-1 transports to the nine impacted private hospitals (Attachment II). This compares to 240 9-1-1 transports during the week ending August 25, 2007 and reflects a 2% increase. Harbor-UCLA Medical Center experienced a 33% increase in 9-1-1 transports from 60 to 80. LAC+USC Medical Center had a 2% decrease from 46 to 45. This data is self-reported by the hospitals.

Baseline information on 9-1-1 transports is not currently available for the nine impacted private hospitals for the weeks preceding the closure of MLK-Harbor Hospital. There is a 90 to 120 day delay in the submission of data by fire departments as allowed by their contracts. DHS is working with its EMS Agency to develop a methodology for obtaining this information and will include it in future reports.

The Los Angeles City Fire Department has reported an increase in 9-1-1 calls of approximately 6 to 7 calls per day. The Los Angeles County Fire Department has reported no increase in call volume but has experienced extended transport and emergency department wait times.

The nine impacted private hospitals are reporting an increase in the number of 9-1-1 patients that exceeds the number previously seen at MLK-Harbor Hospital, which was approximately 30 per day. These hospitals may have previously been receiving patients from the MLK service area for reasons such as:

- EMS staff estimate that 4 to 6 patients per day may have gone to private hospitals when MLK-Harbor was on diversion.
- Patients in the ZIP codes surrounding MLK may have requested to be taken to other facilities if they had private insurance and their medical problems were not deemed life threatening by the paramedics.
- There may be an overall increase in calls to paramedics from the MLK ZIP codes since the hospital closure.
- These data may include non-9-1-1 ambulance traffic such as intra-facility transfers.

DHS will work with the impacted private hospitals and the EMS Agency to analyze these possibilities and overall trends and will include additional information and analysis in future reports.

#### Emergency Department Diversion

In August 2007, DHS hospitals were on diversion to 9-1-1 traffic due to saturation of their emergency departments 28% of the time (842 hours) (Attachment III). This is a decrease from August 2006 when they were on diversion 46% of the time (1,342 hours). The nine impacted private hospitals were on diversion 12% of the time in August 2007 (530 hours) and 13% of the time in August 2006 (568 hours). Among the nine impacted private hospitals the only significant increase in the percentage of time on diversion when comparing August 2006 and August 2007 occurred at Downey Regional Medical Center which was on diversion 13% of the time in August 2006 and 24% of the time in August 2007. Also, on September 5, 2007, Downey experienced a patient surge and requested diversion of all ambulance traffic which lasted approximately 16 hours. DHS contacted Downey and assisted with the transfer of appropriate patients to DHS facilities. EMS will work with Downey and other hospitals to analyze surges and to take appropriate action.

#### Employee Mitigation and Transfer

On September 6, 2007, DHS began providing all 1,596 MLK employees with their mitigation letters informing them of their assigned work locations. Of these, 809 employees were assigned to the MLK MACC. Twenty-two (22) employees have not been reassigned pending resolution of performance issues. The remaining employees

have been assigned to other DHS and County facilities. As of mid-day today approximately 700 employees had presented to receive their mitigation letters. Distribution of the letters will continue today and through the weekend. Also, over the weekend, managers will be contacting employees by phone who did not present in person to receive their mitigation letter to notify them of their work location assignment. In addition, registered letters will be sent to the home address of each employee who did not pick up a letter. Employees will begin reporting to their new assignments on Monday, September 10, 2007.

### **Progress to Reopen MLK-Harbor Hospital**

Hammes Company has been retained to work with the County to identify qualified operators who have the capability and interest in operating MLK on the current hospital site. The next step of their process is to request submissions from the potential operators and pre-qualify them based on their proven ability to operate hospitals, their financial stability, and their understanding of the Southern California hospital marketplace and the unique needs of the South Los Angeles community.

Beginning September 5, Hammes placed public advertisements in major Southern California newspapers (LA Times, LA Sentinel, La Opinion, LA Daily News, Long Beach Press Telegram) as well as two national publications (Wall Street Journal, Modern Healthcare) inviting interested parties to contact Hammes to request a prequalification package.

Hammes expects this stage of their work to take a total of four months. While the formal solicitation process is proceeding, the consultants have also contacted several of the large hospital operators that they believe are capable of carrying out a project like MLK to determine their preliminary interest in submitting a proposal in response to the County's Request for Solutions.

Hammes is also working with DHS to develop a 'data room', which will have all of the necessary information about the hospital, its facilities, services, staffing history and operations so the proposers can make an informed submission. Data will be made available to qualified proposers who have signed the necessary confidentiality agreements.

### **Conclusion**

I will continue to update you on the status of the MLK contingency services plan on a weekly basis. If you have any questions or need additional information, please let me know.

BAC:cb

### **Attachments**

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

## Los Angeles County – Department of Health Services

**MARTIN LUTHER KING, JR. – MULTI-SERVICE AMBULATORY CARE CENTER**  
**Urgent Care, Primary and Specialty Care Visits**  
**Week Ending August 25, 2007\***

Visit Type	7/21/07	7/28/07	8/4/07	8/11/07	8/18/07	8/25/07	Trend Indicator**
Urgent Care	260	284	263	232	190	303	↑
Primary and Specialty Care	1,989	1,983	1,874	1,867	2,050	2,036	→

\* Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 p.m.

\*\* Trend indicator is calculated by comparing current week to average of previous five weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

## SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL

Hospital	Average Daily Emergency Department (ED) Volume		
	Week of Aug. 19 to 25, 2007	Week of Aug. 26 to Sep. 1, 2007	% Change in Average Daily Volume from Week of Aug. 19-25, 2007
<b>California Hospital Medical Center: 26 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	172	172	0
# of 9-1-1 Transports	57	55	-4
<b>Centinela Freeman Regional Medical Center: 36 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	168	163	-3
# of 9-1-1 Transports	54	53	-2
<b>Downey Regional Medical Center: 22 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	140	138	-1
# of 9-1-1 Transports	26	28	+7
<b>Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	228	233	+2
# of 9-1-1 Transports	26	25	-3
<b>Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	94	94	0
# of 9-1-1 Transports	15	16	+10
<b>Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	*	*	*
# of 9-1-1 Transports	*	*	*
<b>Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations</b>			
# of Patients Registered in the Emergency	83	75	-9
# of 9-1-1 Transports	15	17	+13
<b>St. Francis Medical Center: 39 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	179	179	+0.2
# of 9-1-1 Transports	35	36	+5
<b>White Memorial Medical Center: 28 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	114	114	-0.3
# of 9-1-1 Transports	12	14	+18
<b>TOTAL for 9 Private Hospitals: 273 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	1,178	1,168	-0.8
# of 9-1-1 Transports	240	244	+2
<b>Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	213	207	-2.9
# of 9-1-1 Transports	60	80	+33
<b>LAC+USC Medical Center: 72 Emergency Department Treatment Stations</b>			
# of Patients Registered in the ED	432	419	-2.9
# of 9-1-1 Transports	46	45	-2

\* Data not reported

**HOSPITAL DIVERSION TO 9-1-1 TRAFFIC**  
**DUE OF EMERGENCY DEPARTMENT SATURATION**

	August 2006		August 2007		Trend Indicator*
	Hours Diverted	% Diverted	Hours Diverted	% Diverted	
All Hospitals in Los Angeles County	5,688	10%	5,220	9%	↓
All Private Hospitals in Los Angeles County	4,314	8%	4,378	8%	→
County Hospitals	1,374	46%	842	28%	↓
Harbor/UCLA Medical Center	393	53%	372	50%	↓
LAC+USC Medical Center	411	55%	271	36%	↓
MLK-Harbor Hospital	105	14%	60	8%	↓
Olive View Medical Center	465	63%	139	19%	↓
Impacted Hospital Program	568	13%	530	12%	↓
California Hospital Medical Center**	130	17%	44	6%	↓
Centinela Freeman Regional Medical Center***	N/A	N/A	N/A	N/A	
Downey Regional Medical Center	98	13%	181	24%	↑
Kaiser Foundation - Bellflower	93	13%	82	11%	↓
Lakewood Regional Medical Center	33	4%	44	6%	↑
Long Beach Memorial Medical Center	0	0%	3	<1%	
Memorial Hospital of Gardena***	N/A	N/A	N/A	N/A	
St. Francis Medical Center	214	29%	176	24%	↓
White Memorial Medical Center***	N/A	N/A	N/A	N/A	

Definition: Service Area - a defined geographic area assigned to a hospital for 9-1-1 patient destination purposes as per EMS policy.

\* Trend indicator is calculated by comparing current month to same month last year. Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

\*\* Shares a Service Area with Good Samaritan Hospital. Both hospitals are able to divert only to each other.

\*\*\* These Service Area Hospitals are not permitted to divert 9-1-1 traffic out of their Service Area